

**Cover Sheet**

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<b>Contact Phone</b>	253.495.8515
<b>Budget Request Total</b>	\$1,750,000.00
<b>Identified Geographic Community</b>	Eastside Tacoma (98404 ZCTA), Pierce Co.
<b>Partner Organizations</b> (WDC + 5 below required)	Identify all partners below
<b>DSHS Community Service Office Local</b>	Pierce South Community Service Office
<b>Org. representing individuals in poverty</b>	United Way of Pierce Co.
<b>Community Action Council</b>	MDC
<b>Housing Agency</b>	Tacoma Housing
<b>Employer</b>	Washington Hospitality Association
<b>Community Health</b>	Tacoma PC Health Department
<b>WIOA Subrecipient</b>	Career Team
<b>Org. representing individuals in poverty</b>	Tacoma Ministerial Alliance
<b>Org. representing individuals in poverty</b>	Goodwill
<b>Community and Technical Colleges</b>	Clover Park Technical College/TCC

### Executive Summary

**In reviewing the Economic Security for All RFP**, we were challenged both by its daunting scope and its potential for impact. We set about designing ambitious approach to alleviating poverty and associated adverse experiences locally in a way that could be replicated broadly. Our initial group included the developers who secured Workforce Innovation Funding that created a homeless/employment navigator model, which increased employment rates, employment retention and housing permanency. This quickly expanded to partners skilled in data analysis, community engagement and education/training. On April 12<sup>th</sup>, we convened our first work group, and over the course of the next 5 weeks, determined a geographic focus, appropriate interventions, and outcome measures.

As with most communities throughout Washington, Tacoma is home to people and organizations who care deeply about those in need. Our advisory board is a group that has been thoughtfully and resolutely addressing poverty for years, and includes both current and past recipients of public assistance. While nothing proposed in this project is entirely new, there are some aspects of our partnership's approach that are unique in our state, and our plan represents an opportunity to demonstrate the power of coordinating existing, disparate efforts towards a common goal.

For a 33-month period beginning July 1, 2019, the **Salishan/Eastside Tacoma Work Group** will coordinate an outreach and support effort in the 98404 zip code, with a special emphasis within the Salishan Community, in order to move 440 Supplemental Nutritional Assistance Program (SNAP) recipients into career pathways above 200% of the federal poverty line. Directed by WorkForce Central, with guidance from the aforementioned advisory group, the initiative will combine best practices from the following models –

- **South Sound 2-1-1** - national call center model connecting clients with services, including mental health services, employment/training, and specialized navigators for housing, transportation and workforce development.
- **Centers for Strong Families** - national network of 90 financial opportunity centers helping families create, keep and grow assets.
- **Guided Pathways** - national effort to improve retention and graduation with an equity mindset.
- **Family Self-Sufficiency** - Tacoma Housing Authority program establishing escrow accounts, which grow by meeting individual training and service goals.
- **CRED (Career Readiness, Education & Development)** - Innovative 40-hour training course for both job seekers and incumbent, and under-employed workers, to increase the skills needed to be successful employees.

With space provided at the Salishan Association Family Investment Center, initiative partners will provide services directly to clients in their community, helping them enroll in training/education, successfully pursue employment, increase assets, and

mitigate personal or financial barriers. Additionally, all partners will commit to participating in joint professional development and dissemination. The advisory group will meet monthly to develop data sharing and policy agreements, review outcomes and measures, and make formative recommendations based on client needs and progress. These meetings will also serve as venues where representatives can exchange information about events and activities at their respective organizations that might be of value to clients.

## 1. Outcomes

<b>PROJECTED OUTCOMES</b>	
<b>Individual Impacts</b>	
Number of SNAP/SNAP-eligible participants that will be enrolled and served by this project	<b>440 (\$3977 Cost per participant)</b>
Number of SNAP/SNAP-eligible participants moved to income above \$32,480 (200% of FPL for a family of 2) (optional)	<b>308 (70%)</b>
Number of SNAP/SNAP-eligible <i>households</i> that will be moved to household income above 200% FPL	<b>250</b>
<b>Community Impacts</b>	
Number of households with income below 200% FPL in the targeted community pre-intervention (current baseline)	<b>9,164</b>
Projected number of households with income below 200% FPL in the targeted community at the end of the project	<b>8,914</b>
Total Decrease	<b>250</b>
Percentage Decrease	<b>2.7%</b>
<b>Personal Foundation for Success</b>	
<i>(Insert locally-determined measure(s) showing progress addressing personal trauma, historical trauma, behavioral health, soft skills/workplace readiness, or other factors, to provide a foundation for success pursuing the household's career plan.)</i>	51 Enrolled in Education/Training 49 Placed into Employment 63 Approved for Benefits 1,500 Connected to Behavioral Health, Legal Assistance, Emergency Shelter and Childcare services.
<b>Financial Foundation for Success</b>	
<i>(Insert locally-determined measure(s) showing progress in households accessing all financial, child care, and housing benefits they are eligible for, to provide a foundation for success pursuing the household's career plan.)</i>	40 Achieve Financial Goal 26 FICO Increase 22 Debt Decrease 22 Assets Increase

**Data Sources.** Data was coordinated by Josh Stovall, Research Analyst from WorkForce Central, and the primary source for these figures is the US Census Bureau 2017 ACS 5-year estimates. Data may be reviewed here - <https://public.tableau.com/profile/josh.stovall#!/>

The established targets were intended to maintain a cost-per-participant rate of less than \$4,000, and represent roughly 5% of all eligible individuals/families in the zip code tract area (ZCTA).

Data for Personal Foundation/Financial Foundation for Success targets were informed by project partners participating in the Centers for Strong Families (**CSF**) initiative, South Sound 2-1-1, Family Stability Dashboard, and Self-Sufficiency

Assessment, coordinated by United Way of Pierce County. Reports may be reviewed here:

- <http://www.uwpc.org/sites/uwpc.org/files/South%20Sound%202-1-1%20Report-%202018.pdf>
- <http://www.uwpc.org/sites/uwpc.org/files/Center%20for%20Strong%20Families%20Report-%202018.pdf>
- <http://www.uwpc.org/sites/uwpc.org/files/Self-Sufficiency%20Investments%20-%202018.pdf>

One of the innovations proposed will be adding self-sufficiency outcomes to the CSF model. This will require systems change, as Sales Force database information is not controlled locally. However, the partnership will establish common data sharing agreements and referral processes.

The 33,543 individuals in the ZCTA are 4% of the total 848,190 area population, and 15,854 individuals fall below 200% of the poverty level. Even though the ZCTA represents only 4% of the total population, it accounts for 7% of the region's 200% poverty number.

**2. a. Geographic Community.** *Prior to establishing baseline data*, a core group of individuals from WorkForce Central and the grant writer sat down for a preliminary review of the RFP. We discussed existing efforts and partnerships before drafting an invitation to join an RFP task force. At our first meeting on April 12<sup>th</sup>, we presented data to this body, and formally called for a motion to identify a specific geographic target, where we would focus our combined efforts.

The baseline data which we used to establish our individual and community impacts originates from multiple sources, including the US Census, as well as information from partner organizations. As mentioned previously, at our first meeting, Josh Stovall, Research and Data Analyst from WorkForce Central, provided attendees with a number of datasets, offering a picture of poverty levels, family information, educational attainment and food assistance needs, so that we could discuss the best path forward. After this discussion, the group voted to select the area known locally as Eastside, encompassed within the 98404 zip code tabulation area (ZCTA). The 98404 zip code is distinguished by its level of need in a number of ways.

For one, no other ZCTA has more residents receiving food assistance. It also has the highest number of recipients in the 18-64 age range, and among the lowest levels of education:

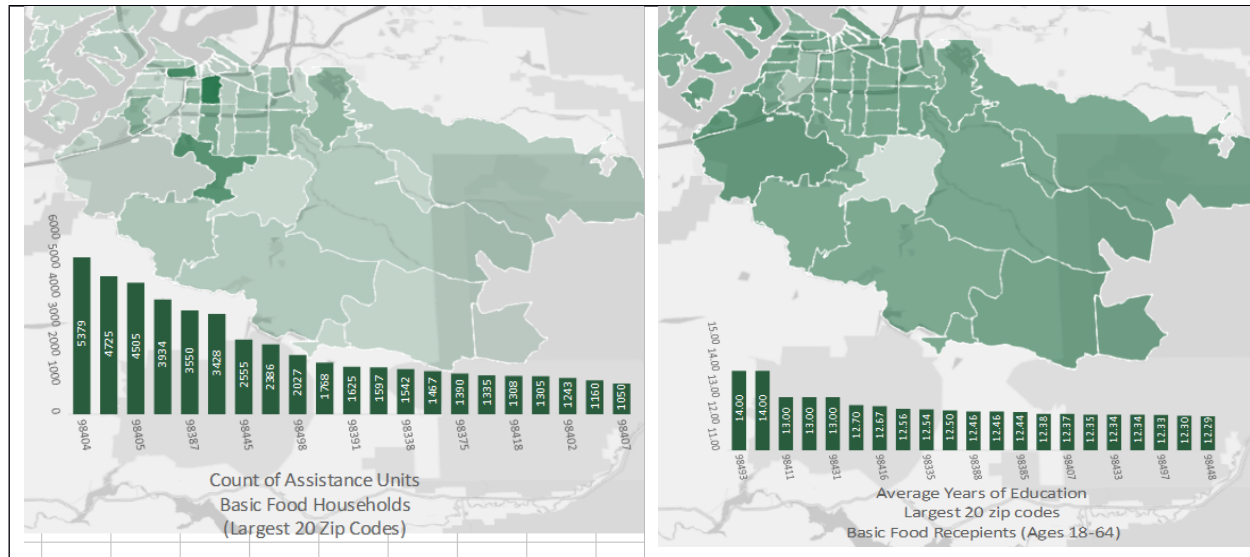


Table 1

It also ranks second (15,854) in number of households under 200% of the poverty level:

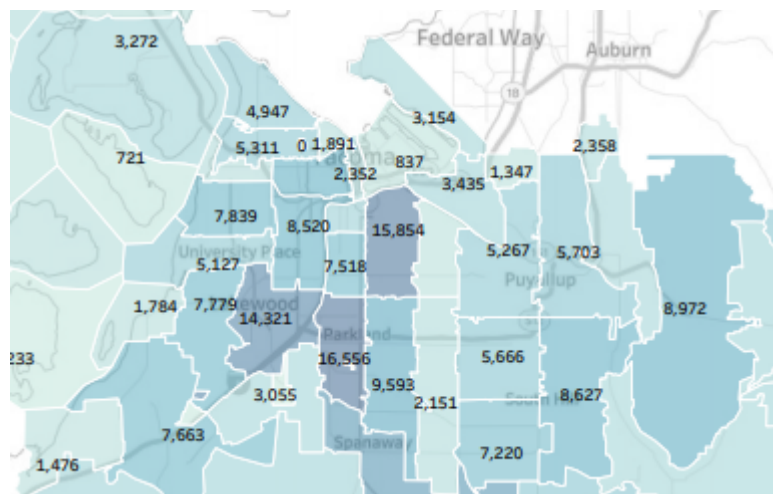


Table 2

Additionally, the data showed that not only are there high numbers of residents living in poverty and receiving food benefits, but also that the 98404 ZCTA has among the highest numbers of unmet eligibility for benefits. Of the 33,543 residents, 28% receive SNAP benefits. Yet another 20% are eligible, but not receiving benefits, 6,552 in total.

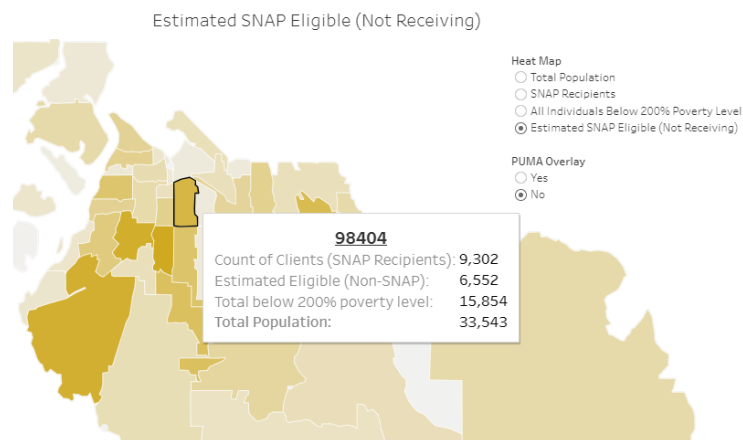


Table 3

(<https://public.tableau.com/profile/josh.stoval#!vizhome/SNAPAssistanceandEligiblePopulation/Dashboard1?publish=yes>)

**Salishan.** Within 98404, perhaps no neighborhood better defines the area than Salishan, a mixed-income neighborhood with origins as a World War II housing project. Originally lauded as a groundbreaking success in integration, it stood for half a century as Tacoma's largest public housing community, before worn out infrastructure began to outlive its original purpose. Crime plagued the neighborhood until community leaders organized education and activities that started to revitalize the area. With these efforts successfully increasing hope, an ambitious redevelopment plan followed. The new Salishan community consists of 1400 apartments and single family homes, some of which were built in partnership with Habitat for Humanity, YouthBuild and local college construction programs. The demographic makeup is 33% white, 23% African American, 2.1% Native, 21% Asian, 2.2% Pacific Islander, and 11% Hispanic, making the area more diverse than Tacoma, and significantly more diverse than Pierce County as a whole. The median income is \$13,746. While this means that 57.4% live below the poverty line, the area has realized gains in asset equity. For instance, the share of black homeownership in Salishan is 13%, which is over 3 times the rate for Pierce County (Sources: Tacoma Housing Authority statistics/Fair Housing Center of Washington).

**b. Changes to Existing Programs, etc.** *Before specifying how our proposal's changes will lead to a more seamless collaboration towards poverty reduction, we want to articulate that one of the themes that arose in our advisory group meetings was to avoid reinventing the wheel where possible. A number of organizations and initiatives here in Tacoma have successfully used data-driven processes to establish ambitious, attainable and replicable goals. For instance, the Workforce Innovation Fund/Homeless Employment Navigator project led by WorkForce Central applied navigation best practices to increase employment rates, employment retention, and housing permanency, while reducing dependency on public assistance. (Source: [www.workforcenavigator.org/#key-findings](http://www.workforcenavigator.org/#key-findings))*



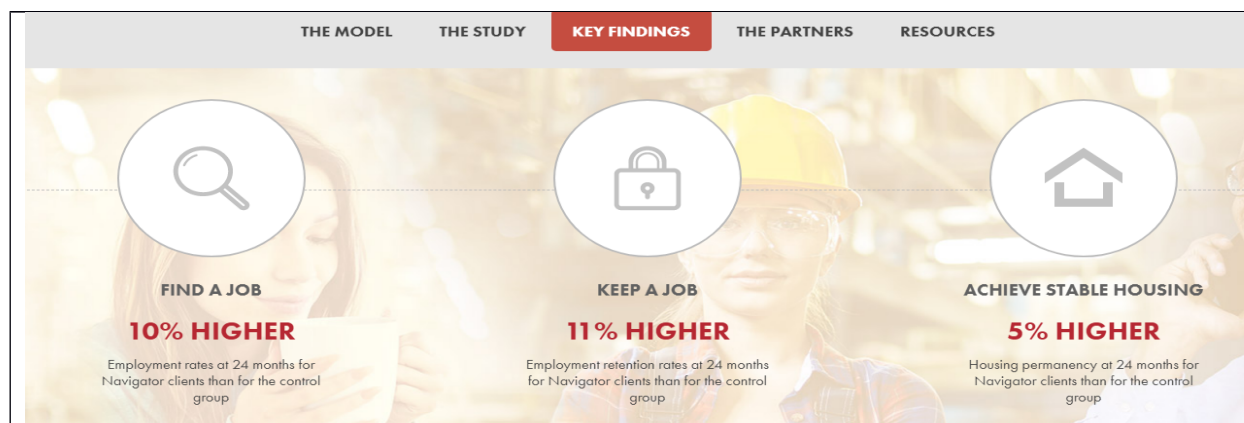


Table 4

Goodwill has demonstrated an ability to help high-need residents find meaningful employment through programs targeting youth and women, among others.

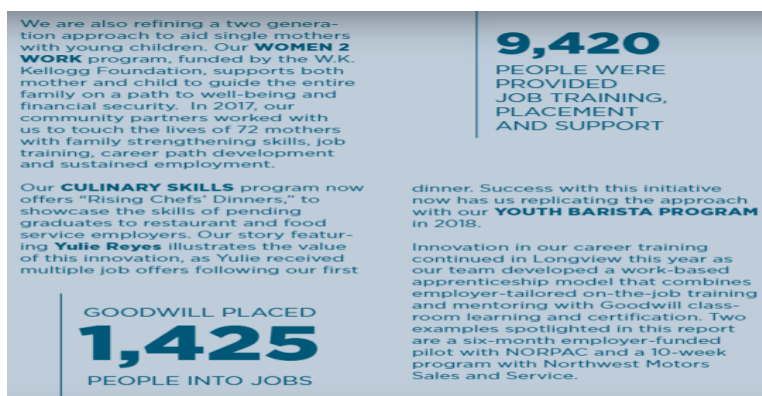


Table 5

South Sound 2-1-1 has been remarkably effective at connecting clients in need to a vast array of services:

★★★★★		
<b>Providing a Lifeline to Critical Services</b> <b>89,214</b> Total Contacts in Pierce, Thurston and Lewis Counties <b>5,599</b> connected to rental assistance <b>2,661</b> connected to emergency shelter <b>521</b> connected to free tax preparation assistance to get eligible tax credits <b>334</b> completed basic food applications <b>2,743</b> connected to transportation <b>404</b> families were connected to childcare <b>2,923</b> had a military affiliation	<b>Top 10 Caller Needs</b> 1. Rent/Deposits 2. Utilities 3. Low Cost Housing 4. Transportation 5. Emergency Shelter 6. Legal Assistance 7. Food 8. Behavioral Health 9. Holiday Assistance	<b>Most Frequent Referral Partners</b> Saint Vincent de Paul Salvation Army Multifamily Affordable Properties Pierce County Human Services Metropolitan Development Council Rescue Mission Korean Women's Association Department of Social & Health Services Martin Luther King Housing and Development Association Pierce County Housing Authority

Table 6



And United Way of Pierce County's Centers for Strong Families model, the only one of its kind in Washington state, has made a remarkable difference in the financial well-being of those in poverty:

EDUCATION	EMPLOYMENT	STABILITY	FINANCIAL	CREDIT
<b>361</b> People enrolled in an education or training program	<b>342</b> People placed in a new job since enrolling	<b>233</b> People approved for public benefits (i.e. Food, Housing, TANF)	<b>283</b> People achieved a Financial Goal	<b>185</b> People showing a FICO Credit Score Increase
<b>Education &amp; Training</b> Clients Completed: <b>145</b> Completion Rate: <b>90%</b> Still Enrolled: <b>205</b>	<b>Employment Services</b> % Successful Job Search: <b>68%</b> Average Wage: <b>\$16.02</b> Wage Progression: <b>152</b> People Job Searching: <b>506</b> Avg. Mth. Income Increase: <b>\$1,235</b>	<b>Public Benefits/Income Supports</b> Value of Benefits: <b>\$1,342,724</b> Clients Screened for Benefits: <b>728</b>	<b>Client Net-Worth</b> People with an Action Plan: <b>362</b> % Increasing Networth: <b>43%</b> Total Networth Increase: <b>\$1.9M</b> Avg. Networth Increase: <b>\$12,496</b> Total Increase Assets: <b>\$2.13M</b> Avg. Increase in Assets: <b>\$13,561</b> Total Debt Decrease: <b>\$1.6M</b>	<b>Credit Score</b> % Improved Credit Score: <b>66%</b> Average Score Increase: <b>47</b> Average Credit Score: <b>604</b> Un-scored to Scored: <b>44</b>

Table 7

With that said, one of the obstacles to this success has been an absence of a common communication system. It was telling that during our task force meetings, many of these successes were relatively unfamiliar to those of us in the room, even though many of us have worked together over the past decade (and longer). Our discussions soon turned to the absence of shared training, shared referrals and shared reporting protocols.

Seamless cooperation is hampered by the absence of this shared structure, and one of this effort's outcomes will be the adoption of common referral system standard operating procedures, shared intake forms (SmartSheet), a joint reporting dashboard (<https://tinyurl.com/onestopdashboard>), and ongoing, monthly updates so that partners are aware of the services offered, including:

- Rent and Utility Assistance
- Counseling and Mental Health Services
- Food and Clothing Resources
- Shelter and Affordable Housing
- Employment and Education Services
- Childcare
- Transportation
- Free Tax Preparation Services

The proposed common referral system is designed to enhance the job seeking customers' experience by removing barriers and providing appropriate resources from the beginning of any contact they make with any organization that delivers workforce services. The system has been designed based on a simple premise, to help customers navigate through myriad organizations to get to the right place for the services they need. The purpose is to ensure that individuals are directed to the right resource(s) and that they connect to those resources.

Many individuals have barriers to employment, education, training, and support services they need to succeed in the labor market. Those barriers could include issues related to transportation, family supports, health concerns, housing, and others. This system is designed to help improve referrals within the workforce development system and address those needs to best support client's success.

Navigation services will be expanded for this project with an emphasis on serving Salishan/Eastside.

**3. a. Partnership.** *Our partnership plan begins with the establishment of the Salishan/Eastside EcSA Work Group as a formal advisory board, which will guide the implementation of this initiative. The work group has met weekly since the announcement of the RFP, and will continue to **meet on a monthly basis** beginning in July. The twelve partners include key participants in our local one-stop agreement and Centers for Strong Families, and represent community organizations, employers, schools and individuals who share a vested interest in the revitalization of Eastside. The work group includes several individuals who are either present or past recipients of benefits, including SNAP, and residents within the 98404 community, and their input shaped the implementation plan.*

While there is overlap of service delivery in some categories, generally speaking, the following flow chart will guide the partnership's activities:

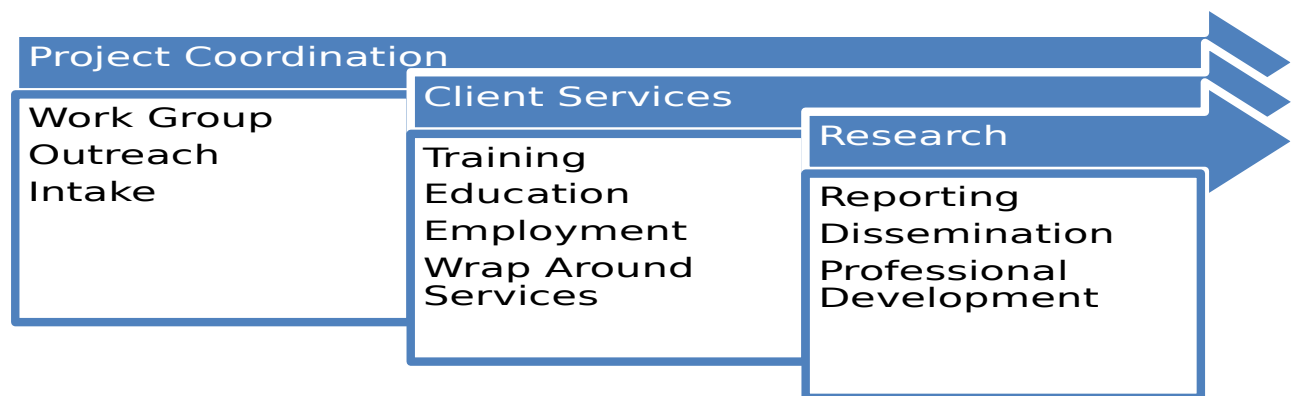


Table 8

**Project Coordination/Intake.** **WorkForce Central**, the WDC representing Pierce County, will serve as the fiscal agent and provide overall project coordination. WorkForce Central will also continue to provide data services and update research dashboards for presentation as standing item at task force meetings along with UWPC. Dashboard info will be posted publicly here:

<https://public.tableau.com/profile/josh.stovall#!/> **Career Team**, a WorkForce Central sub-recipient, will provide WIOA enrollment services for eligible clients.

**Outreach.** The partnership will be well served by **South Sound 2-1-1**, particularly by its specialized navigators which more effectively link those in need to available services. With nearly 90,000 connections made between residents and needed services last year, South Sound 2-1-1 has an unparalleled reach in our area. To reach local residents face to face, the partnership has enlisted the **Tacoma Ministerial Alliance**, which has four major congregations in the 98404 area, and which has been particularly successful in outreach to African-American communities in need of services. The local DSHS Community Service Office has also agreed to disseminate information regarding the partnership.

**Client Services.** Several partners will participate in the delivery of services, including **Goodwill**, through provision of employment readiness through its CRED program. It will also include local colleges, including **TCC** and **Clover Park**, which, as guided pathways institutions (<https://www.sbctc.edu/colleges-staff/programs-services/student-success-center/guided-pathways.aspx>), will provide clients in Eastside with career maps for 40+ potential high-wage, high-demand credentials and assistance applying for BFET, EAG, Opportunity Grant and other financial aid resources. Our employer partner, the **Washington Hospitality Association**, will lead the development of new apprenticeship and pre-apprenticeship standards, as well as connections to over 60 certificates. Services also include childcare facilitated through a unique partnership between **Tacoma Parks** (Eastside Community Center) and the Salishan Association, and mentorship through the **Metropolitan Development Council**.

**Research.** United Way of Pierce County (**UWPC**). Groundbreaking, award winning agency, whose initiatives are data driven and transparent, and who regularly publishes findings here: <http://www.uwpc.org/results-you-can-see>, will provide oversight of data and dissemination, described in more detail later. Of particular importance will be training in the use of the self-sufficiency matrix and identification of asset-limited, income-constrained, employed (**ALICE**) households.

*Key personnel are listed below and provided with attachment.*

**b. Equity.** *Among the most energizing aspects of the proposal development was the active participation of a diverse cross-section of our community, including many recipients of benefits.* Since the release of the RFP, 36 different individuals representing a dozen agencies have participated in our meetings. Three serve on

the Governor's Poverty Reduction Work Group, and many volunteered to join the advisory board if grant funding is secured. Throughout the development of this plan, their voices and stories have shaped our goals:

- Athena Dunn, a current Clover Park student, single parent and SNAP/BFET recipient, described how transportation and childcare support are critical to college completion.
- Kelly Blucher, Manager of Community Engagement at Goodwill, who rose from homeless, single-mother to earn a BA in Ethnic, Gender and Labor Studies (and whose story is told here - <http://www.southsoundtalk.com/2018/04/13/kelly-blucher-goodwill-employee-fires-local-change/>) exhorted us to fight for childcare for working families. Kelly's experience with the benefits cliff can be viewed here: <https://www.youtube.com/watch?v=53OEpkzAvpc&feature=youtu.be>
- Tamar Jackson, Director of Community Engagement for WorkForce Central, was raised by a single, minority mother on welfare living in gang infested Eastside neighborhoods, and has reminded us that nearly 40,000 Pierce County adults lack a diploma/GED. His efforts addressing this through Power Up Pierce can be read in a recent Tacoma News Tribune article: <https://www.thenewstribune.com/news/local/news-columns-blogs/matt-driscoll/article226152390.html>

Our advisory board members will help ensure that an equity mindset guides all programmatic decisions. Further, a lens on equity is a core component and requirement of United Way's efforts to break the cycles of poverty in our community.

**c. Leveraged Resources.** *All partners have committed resources to ensure this project's success.* Not all of these contributions are easily quantifiable, but are critical for meeting our outcomes. Letters from agencies detailed below are attached with this proposal.

- The local DSHS Community Service Office will dedicate staff to connecting participants to food, cash and medical public assistance benefits.
- Clover Park Technical College, a guided pathways institution and Centers for Strong Families partner, will provide career planning/mapping on site, and connect eligible students to benefits, including Opportunity Grant, Early Achievers funds and BFET assistance, for which they estimate an \$80,000 value.
- Goodwill estimates its contributions valued at \$82,950, and includes in-kind value of staffing hours and skills training offered at no cost to participants (\$1500 per enrollment for 50 clients per year).
- United Way will provide staffing to pull data (\$44.50/hour), provide technical assistance/training on the 2-1-1 system (\$36/hour), and participate in research (\$42/hour).

- Tacoma Housing Authority is providing space, including classrooms, meeting rooms, cubicles/desks, IT access and front desk support, valued at \$58,200.
- Metropolitan Parks is providing space at the newly built Eastside Community Center, valued at \$20,000 per year.
- The Washington Hospitality Association will provide coaching/mentoring both clients and case managers on workplace preparedness, services they estimate worth \$25,000 per year.

The total value of this in-kind leverage is estimated at \$286,000. We fully expect to leverage more resources, however, as the project is implemented.

**4. a. Key Objectives/Outcomes.** *Based on the fact that many of the Salishan/Eastside organizations are already Centers for Strong Families (CSF)/South Sound 2-1-1 partners, we have determined that these models will form the foundation of our initiative.* Expanding and enhancing the CSF model by co-locating it at space leveraged by Tacoma Housing Authority at the Salishan Family Investment Center offers Eastside families experiencing poverty the best opportunity for exceeding the 200% poverty line, as well as meeting our other goals:

- a. 440 SNAP recipients served
- b. 308 moved into 200% FPL pathways
- c. 250 families moved into 200% FPL pathways (2% decrease, 183 total)
- d. 51 new clients enrolled in education/training
- e. 49 placed into employment
- f. 63 approved for benefits
- g. 40 clients will achieve financial goals
- h. 26 will realize FICO increase
- i. 22 will see decrease in debt
- j. 22 will see increase in assets

The fact of the matter is that the Centers for Strong Families/2-1-1 model in Pierce County already addresses the design requirements of the Economic Security for All initiative. The center partners are committed to breaking the cycle of poverty in conjunction with nonprofits, businesses and stakeholders, meeting clients where they are, and developed according to local community needs. Among the principles of the model applied to this proposal:

- *Trust/Relevance.* Current CSF financial counselors come from the communities we serve, represent the diversity of Tacoma/Pierce County and can speak firsthand about experiencing poverty. In addition to having served on the work group that developed this proposal, these individuals will serve clients throughout implementation. In their attached biographies, their personal experiences with poverty and the Eastside community are disclosed.
- *Partnership.* The CSF model is built on partnership, and among the EcSA partners, three already serve as CSF sites and are practiced in delivering

services. The expansion of the model will meet EcSA design requirements, creating a center that includes the local workforce development council (WorkForce Central), organizations addressing poverty (Goodwill, United Way of Pierce County, Tacoma Housing Authority, Metropolitan Development Council, the Tacoma Ministerial Alliance), the local DSHS community service office, and employment/training organizations (Clover Park Technical College, Tacoma Community College, Washington Hospitality Association).

- *Local Delivery and Participation.* Locating a new Center for Strong Families in the 98404 zip code tract area makes sense from the standpoint that the data shows it has the highest number of recipients of food benefits in Pierce County and the highest rate of poverty in an area heretofore unserved by CSF. It also represents a geographic location where the partnership believes it can realize significant gains within the next 33 months, particularly due to the coordination of services provided by leadership at the Salishan Family Investment Center.
- *Client Engagement/Personal Stability.* CSF partners have achieved remarkable employment, financial/credit/debt, and stability outcomes for clients (*Table 7*). Clients in Eastside Tacoma will receive education and training from CSF financial counselors, as well as mentoring from the Metropolitan Development Council's Education Advisor.
- *Career Plans (described below in Section 4.b)*
- *Learning.* CSF is committed to improving services and processes by evaluating, learning from and sharing data. CSF is one of the better known examples of integrated service delivery, and the partnership is committed to developing new data sharing agreements, common referral forms and eliminating barriers faced by clients who must navigate different processes. As stated previously, adding self-sufficiency outcomes to the CSF model represents an example of a planned systems change that will help our partners provide data-informed services.
- *Addressing Personal/Financial Barriers to Success (described below in Sections 4.d/e)*
- *In-kind Contributions (described above in Section 3.c)*

**Role of Advisory Board.** *As a number of work group participants have expressed that their organizations have benefited from our development meetings, we see this body as critical to the ongoing success of the initiative.* In order to create an effective, informed body whose individual members can serve as allies, the partners have identified representatives who will serve on the advisory board. In addition to

providing guidance to the project coordinator, the advisory board members will participate in shared training, orientation and tours of critical components of the initiative. Board members, which will also include local residents, will receive:

- Joint training for Adverse Childhood/Community Experiences
- ALICE Training ([www.uwpc.org/alice](http://www.uwpc.org/alice))
- Orientation to 2-1-1 operations and site tour
- Orientation to the local DSHS Community Service Office
- Tour of Eastside Community Center
- Presentations from Financial Advisors on financial literacy
- Overview of THA family investment
- Training in data sharing and common referral system, including Smart Sheet
- Other training as identified by the board, clients or community

Advisory board meetings will occur monthly, and standing agenda items will include data updates, client success stories and budget/financial reports.

To guide the work of the initiative, the following LOGIC Model has been developed:





Table 9

Again, we have chosen the Centers for Strong Families/2-1-1 approach, as we have all seen it work in other parts of Pierce County. As the partners have become more experienced in delivering these services, we are excited and optimistic about its potential for success in Salishan/Eastside. Moreover, we have chosen this model, since we believe we can help other areas of the state implement it as well. We are absolutely confident of its replicability on a wide scale.

**b. Career Plans.** *The colleges supporting this effort will provide career maps on site at the Family Investment Center.* Clover Park Technical College (CPTC) and Tacoma Community College (TCC) are both Guided Pathways and Achieving the Dream schools, and will apply these principles in advising students on certificates/degrees that lead to high wage, high demand occupations. In CPTC's

letter of support, for example, they offer the partnership confidence that participants will achieve its 200% poverty level goals, by providing data from the Washington State Graduate Earnings Dashboard ([erdc.wa.gov](http://erdc.wa.gov)) demonstrating how the identified pathways lead to earnings of \$45k/year within 5 years of graduation. They also provide data showing that they have served over 500 economically disadvantaged students from the 98404 zip code over the past three years, while awarding an average of \$926 in Opportunity Grant and BFET assistance.

The pathways initiative takes into consideration barriers faced by low-income, first-generation students, and includes strategies such as embedding math/English into the student's first year or through the Integrated Basic Education and Skills Training (I-BEST) model, and intrusive advising. For this initiative, there will be both an academic/transfer and vocational/technical pathway. In addition to providing career planning services on site, the colleges also propose the following:

TCC: College & Career Pathways Academy. I-BEST team taught courses, students earn up to 8 college credits while building reading, writing, and English skills.

CPTC: On Ramp to Industry. Open enrollment HS21 portfolio course plus a rotation of modularized career training and exploration short courses.

**c. Mentors.** *Mentoring and coaching will be provided by the Metropolitan Development Council (one of our state's 30 community action agencies) and Power Up Pierce (<https://workforce-central.org/power-up-pierce/>).* The MDC education advisor will work directly with students providing face-to-face mentoring, providing resources and tools intended to mitigate barriers, while providing educational advising for those wishing to pursue higher education. As part of the initiative, the MDC advisor will host weekly workshops for mentees, recruit and select mentors, establish rapport with potential students of various cultures, economic and ethnic backgrounds, provide information and referral for community social services, and organize college and cultural field trips.

Tamar Jackson, Director of Community Engagement for WorkForce Central, will coordinate the Power Up Pierce efforts to connect participants to coaches, who will provide guidance with high school completion, career exploration, leadership development, networking, resume development, and resource development. We will further enlist the support of LUNA (Latinos Unidos Northwest Association), whose director, Carlos Ortiz, will coordinate an effort to record and share successful stories of our mentors/mentees.

**d. Personal Foundations for Success.** *Our Centers for Strong Families model, supplemented by our partnership with South Sound 2-1-1 and the local DSHS Community Service Office, represents a proven safety net for individuals needing assistance with individual/historical trauma, and behavioral health.* In fact, last year, behavioral health was the 8<sup>th</sup> most identified caller need. For the first time, individuals in the 98404 zip code area will have their own, dedicated navigator at

the 2-1-1 dispatch center, who will be skilled at connecting callers with mental/behavioral health services, substance abuse support, and other related assistance.

For clients in need of soft skills/workplace readiness, Goodwill will have a CRED instructor to deliver job and occupational training readiness skills on site based on times convenient to the clients. CRED (Career Readiness, Education & Development) was created by Goodwill's Vocational School team in response to businesses in our area who need candidates that had not only the soft skills always in demand, but also basic math and computer skills. This innovative 40-hour training course was created for both job seekers and incumbent, and under-employed workers, to increase the skills needed to be successful employees. Students may attend any or all classes, and will receive a Career Readiness Credential upon completion of all 40 hours of training. This is a blended financial, digital, and workplace literacy curriculum, that will be especially complementary to the Centers for Strong Family financial stability strategy.

**e. Financial Stability.** *Last, but not least, our partnership is especially confident in our ability to increase financial stability among participants in the Salishan/Eastside community. As mentioned, clients will for the first time have a dedicated 2-1-1 navigator, who will be able to connect callers with in-person support at the Family Investment Center, including one of the Centers for Strong Families Financial Counselors. These CSF financial counselors apply an evidence-based model on workforce development, financial stability, achieving positive net worth, accessing income supports and other family services and applies the mantra of 'Learn, Earn, Keep and Grow' towards helping families break the cycle of poverty. Financial counselors will be on site at the Family Investment Center to connect participants to education and training, to help families manage finances and take advantage of income supports (EITC, SNAP, Apple Health, etc.), to help individuals and families access tax credits, to help families decrease debt and increase savings and asset ownership, and to help ensure individuals and families have the knowledge and skills to become financially secure.*

Finally, through the partnership with Tacoma Housing Authority, clients in the 98404 zip code will have this financial literacy training supplemented with an innovative family self-sufficiency program that will establish escrow accounts for participants, who will receive money when they complete their Individual Training and Services Plans and fulfill their Contracts of Participation. Upon completion, the amount of the escrow account is paid to the head of the family. More information can be viewed here:

<https://www.tacomahousing.net/family-self-sufficiency-program>

## **In Conclusion**

On behalf of the dozens of individuals who worked on this submission, we would like to thank you for taking the time to review our proposal. We are certain that all of the proposals underscore just how committed all of Washington's communities are towards a shared economic prosperity.